# THE COPY

## **TATION PAGE**

Form Approved
OMB No. 0704-018

to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, wing the collection of information. Send comments regarding this burden estimate or any other aspect of this en, to Washington Headquarters Services. Directorate for Information Operations and Reports, 1215 Jefferson of Management and Budget, Paperwork Reduction Project (1074-0188), Washington, DC 20503.

## AD-A212 871

TITLE AND SUBTITLE DIA-N Total Quality Management  AUTHOR(S)  PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)  Defense Logistics Agency Defense Logistics Agency Defense National Stockpile Center Alexandria, VA  SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  10. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  1. SUPPLEMENTARY NOTES  22. DISTRIBUTION: AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  3. ABSTRACT (Maximum 200 words) This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  4. SUBJECT TERMS TQM (Total Quality Management), Continuous Process Improvement, (15. NUMBER OF PAGES)  115. NUMBER OF PAGES	DATE	3. REPORT TYPE AND DATES COVERED
DLA-N TOTAL Quality Management  AUTHOR(S)  PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)  Defense Logistics Agency Defense National Stockpile Center Alexandria, VA  SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  10. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  1. SUPPLEMENTARY NOTES  22. DISTRIBUTION: AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  3. ABSTRACT (Maximum 200 words)  This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientain and training, form TQM working groups, identify processes to study, implement solutions, recycle.  4. SUBJECT TERMS TOM (Total Quality Management), Continuous Process Improvement, (15, NUMBER OF PAGES)  TOM (Total Quality Management), Continuous Process Improvement, (15, NUMBER OF PAGES)	July 1989	
Total Quality Management  AUTHOR(S)  PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)  Defense Logistics Agency Defense National Stockpile Center Alexandria, VA  SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  10. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  1. SUPPLEMENTARY NOTES  22. DISTRIBUTION: AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  23. ABSTRACT (Maximum 200 words)  This document is an outline of the Defense National Stockpile Center's plan to implement TOM. It identifies an implementing approach consisting of five parts: Develop TOM orientation and training, form TOM working groups, identify processes to study, implement solutions, recycle.  4. SUBJECT TERMS TOM (Total Quality Management), Continuous Process Improvement.  15. NUMBER OF PAGES TOM (Total Quality Management), Continuous Process Improvement.	. TITLE AND SUBTITLE	5. FUNDING NUMBERS
PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)  Defense Logistics Agency Defense Rational Stockpile Center Alexandria, VA  SPONSGRING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  10. SPONSGRING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  11. SUPPLEMENTARY NOTES  22. DISTRIBUTION: AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  23. ABSTRACT (Maximum 200 words)  This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  4. SUBJECT TERMS TQM (Total Quality Management), Continuous Process Improvement.		
Defense Logistics Agency Defense National Stockpile Center Alexandria, VA  SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  10. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  11. SUPPLEMENTARY NOTES  22. DISTRIBUTION:/AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  23. ABSTRACT (Maximum 200 words)  This document is an outline of the Defense National Stockpile Center's plan to implement TOM. It identifies an implementing approach consisting of five parts: Develop TOM orientation and training, form TOM working groups, identify processes to study, implement solutions, recycle.  4. SUBJECT TERMS TOM (Total Quality Management), Continuous Process Improvement, (15. NUMBER OF PAGES)  TOM (Total Quality Management), Continuous Process Improvement, (15. NUMBER OF PAGES)	Total Quality Management	
Defense Logistics Agency Defense National Stockpile Center Alexandria, VA  SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  10. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  11. SUPPLEMENTARY NOTES  22. DISTRIBUTION/AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  23. ABSTRACT (Maximum 200 words)  This document is an outline of the Defense National Stockpile Center's plan to implement TOM. It identifies an implementing approach consisting of five parts: Develop TOM orientation and training, form TOM working groups, identify processes to study, implement solutions, recycle.  4. SUBJECT TERMS TOM (Total Quality Management), Continuous Process Improvement, (15. NUMBER OF PAGES)  TOM (Total Quality Management), Continuous Process Improvement, (15. NUMBER OF PAGES)	. AUTHOR(S)	
Defense Logistics Agency Defense National Stockpile Center Alexandria, VA  SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  10. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  11. SUPPLEMENTARY NOTES  22. DISTRIBUTION/AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  12b. DISTRIBUTION CODE  This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  4. SUBJECT TERMS TQM (Total Quality Management), Continuous Process Improvement, (Special Continuous Process Improvement)		
Defense Logistics Agency Defense National Stockpile Center Alexandria, VA  SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  10. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  11. SUPPLEMENTARY NOTES  22. DISTRIBUTION/AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  12b. DISTRIBUTION CODE  This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  4. SUBJECT TERMS TQM (Total Quality Management), Continuous Process Improvement, (Special Continuous Process Improvement)		1
Defense Logistics Agency Defense National Stockpile Center Alexandria, VA  SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  10. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  11. SUPPLEMENTARY NOTES  22. DISTRIBUTION/AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  12b. DISTRIBUTION CODE  This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  4. SUBJECT TERMS TQM (Total Quality Management), Continuous Process Improvement, (Special Continuous Process Improvement)		
Defense National Stockpile Center Alexandria, VA  SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  10. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  11. SUPPLEMENTARY NOTES  22. DISTRIBUTION/AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  23. ABSTRACT (Maximum 200 words) This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  4. SUBJECT TERMS TQM (Total Quality Management), Continuous Process Improvement,		
A SUBJECT TERMS  TOM (Total Quality Management), Continuous Process Improvement, (**)  10. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  10. SPONSORING/MONITORING AGENCY REPORT NUMBER  11. SUPPLEMENTARY NOTES  12b. DISTRIBUTION CODE  12b. DISTRIBUTION CODE  12c.		
10. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)  10. SPONSORING/MONITORING AGENCY REPORT NUMBER  11. SUPPLEMENTARY NOTES  12. DISTRIBUTION: AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  12. DISTRIBUTION CODE  13. ABSTRACT (Maximum 200 words)  This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.		
1. SUPPLEMENTARY NOTES  2a. DISTRIBUTION AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  3. ABSTRACT (Maximum 200 words) This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  2. SUBJECT TERMS TQM (Total Quality Management), Continuous Process Improvement,		·
1. SUPPLEMENTARY NOTES  2a. DISTRIBUTION AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  3. ABSTRACT (Maximum 200 words) This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  2. SUBJECT TERMS TQM (Total Quality Management), Continuous Process Improvement,	CONCODING (MONITORING ACENCY NAME/S) AND ADDRESS/SS	10 SPONSODING (MONIZORING
22. DISTRIBUTION: AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  3. ABSTRACT (Maximum 200 words) This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  5. ELECTE SEP29 1989  6. SUBJECT TERMS TQM (Total Quality Management), Continuous Process Improvement,	. SPONSORING / MONTI CHING AGENCY NAME(S) AND ADDRESS(ES)	
22. DISTRIBUTION: AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  3. ABSTRACT (Maximum 200 words) This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  5. ELECTE SEP29 1989  6. SUBJECT TERMS TQM (Total Quality Management), Continuous Process Improvement,		
22. DISTRIBUTION: AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  3. ABSTRACT (Maximum 200 words) This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  5. ELECTE SEP29 1989  6. SUBJECT TERMS TQM (Total Quality Management), Continuous Process Improvement,		
22. DISTRIBUTION: AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  3. ABSTRACT (Maximum 200 words) This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  5. ELECTE SEP29 1989  6. SUBJECT TERMS TQM (Total Quality Management), Continuous Process Improvement,		
22. DISTRIBUTION: AVAILABILITY STATEMENT Approved for Public Release; Distribution is Unlimited.  3. ABSTRACT (Maximum 200 words) This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  5. ELECTE SEP29 1989  6. SUBJECT TERMS TQM (Total Quality Management), Continuous Process Improvement,	4 CURRICATOR NOTES	<u></u>
Approved for Public Release; Distribution is Unlimited.  3. ABSTRACT (Maximum 200 words)  This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  TLECTE SEP 2 9 1989  4. SUBJECT TERMS  TQM (Total Quality Management), Continuous Process Improvement, (15) NUMBER OF PAGES		•
Approved for Public Release; Distribution is Unlimited.  3. ABSTRACT (Maximum 200 words)  This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  TLECTE SEP 2 9 1989  4. SUBJECT TERMS  TQM (Total Quality Management), Continuous Process Improvement, (15) NUMBER OF PAGES		
Approved for Public Release; Distribution is Unlimited.  3. ABSTRACT (Maximum 200 words)  This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  TLECTE SEP 2 9 1989  4. SUBJECT TERMS  TQM (Total Quality Management), Continuous Process Improvement, (15) NUMBER OF PAGES		
3. ABSTRACT (Maximum 200 words)  This document is an outline of the Defense National Stockpile Center's plan to implement TOM. It identifies an implementing approach consisting of five parts: Develop TOM orientation and training, form TOM working groups, identify processes to study, implement solutions, recycle.  FLECTE SEP29 1989  4. SUBJECT TERMS  TOM (Total Quality Management), Continuous Process Improvement, Inc. NUMBER OF PAGES	2a. DISTRIBUTION: / AVAILABILITY STATEMENT	
This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  FLECTE SEP29 1989  A. SUBJECT TERMS  TQM (Total Quality Management), Continuous Process Improvement, [15]. NUMBER OF PAGES	Approved for Public Release; Distribution is	Unlimited.
This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  FLECTE SEP29 1989  A. SUBJECT TERMS  TQM (Total Quality Management), Continuous Process Improvement, [15]. NUMBER OF PAGES		
This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  FLECTE SEP29 1989  A. SUBJECT TERMS  TQM (Total Quality Management), Continuous Process Improvement, [15]. NUMBER OF PAGES		
This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  FLECTE SEP29 1989  A. SUBJECT TERMS  TQM (Total Quality Management), Continuous Process Improvement, [15]. NUMBER OF PAGES		<u> </u>
Implement TQM. It identifies an implementing approach consisting of five parts:  Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  FIECTE  SEP 29 1989  TQM (Total Quality Management), Continuous Process Improvement, (15) NUMBER OF PAGES		
Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, recycle.  TIC  SEP 29 1989  4. SUBJECT TERMS  TQM (Total Quality Management), Continuous Process Improvement, (15), NUMBER OF PAGES		
4. SUBJECT TERMS TOM (Total Quality Management), Continuous Process Improvement, K	Implement TQM. It identifies an implementing	y approach consisting of five parts:  M working groups identify processes
A. SUBJECT TERMS TOM (Total Quality Management), Continuous Process Improvement, K		
4. SUBJECT TERMS TOM (Total Quality Management), Continuous Process Improvement,	, , , , ,	States & Commencer Commencer
4. SUBJECT TERMS TOM (Total Quality Management), Continuous Process Improvement,		
4. SUBJECT TERMS TOM (Total Quality Management), Continuous Process Improvement,		
4. SUBJECT TERMS TOM (Total Quality Management), Continuous Process Improvement,		FI ECTE P
4. SUBJECT TERMS TOM (Total Quality Management), Continuous Process Improvement,	-	SEP 29 1989
4. SUBJECT TERMS  TQM (Total Quality Management), Continuous Process Improvement,		SLI 20
4. SUBJECT TERMS  TQM (Total Quality Management), Continuous Process Improvement,		
TQM (Total Quality Management), Continuous Process Improvement,		
TQM (Total Quality Management), Continuous Process Improvement,		•
TQM (Total Quality Management), Continuous Process Improvement,		
	4. SUBJECT TERMS	15. NUMBER OF PAGES
	TQM (Total Quality Management), Continuous Properties National Stockpile	rocess Improvement, 16. PRICE CODE

18. SECURITY CLASSIFICATION OF THIS PAGE

UNCLASSIFIED

NSN 7540-01-280-5500

17. SECURITY CLASSIFICATION OF REPORT

UNCLASSIFIED

Standard Form 298 (Rev. 2-89) Prescribed by ANSI Std 239-18 298-102

20. LIMITATION OF ABSTRACT

19. SECURITY CLASSIFICATION OF ABSTRACT

UNCLASSIFIED

## DLA - N TOTAL QUALITY MANAGEMENT

## IMPLEMENTATION PLAN

## I. DEVELOP TOM ORIENTATION AND TRAINING PLANS

- A. MANAGEMENT
  - 1. Washington, DC
  - 2. Zone Offices
  - 3. Depots
- B. STAFF
  - 1. Washington, DC
  - 2. Zone Offices
  - 3. Depots

# Py Distribution / Avoilability Codes Av 11 ord/or Dist Epocial

## II. FORM TOM WORKING GROUP(S)

- A. Directorates, Zones, Depots Form (elect) Staff Representatives
- B. Develop Operating Group Responsibilities
- C. Identify Lines of Communication
  - 1. Correspondence
  - 2. Periodic Reporting of Progress
  - 3. Accountability



## III. IDENTIFY PROCESSES TO STUDY

- A. Report Findings To Management
- B. Upon Approval, Develop Study Guidelines/Plans
- C. Prioritize Processes To Study
- D. Initiate Study
- E. Report Findings To Management

### IV. IMPLEMENT SOLUTIONS

- A. Identify Pitfalls of Processes Studied, areas of improvement
- B. Determine Causitive Factors
- C. Implement Solutions
- V. RECYCLE PROCESSES III and IV

# DEFENSE NATIONAL STOCKPILE CENTER

